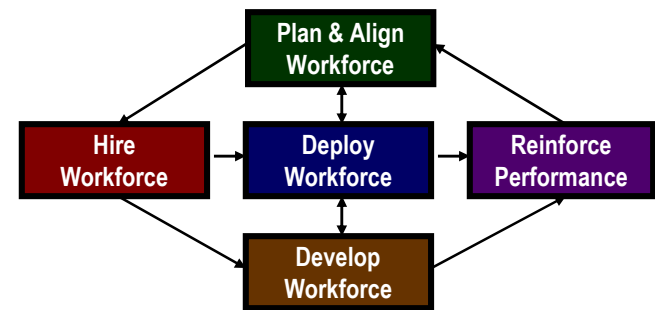


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# State of Washington Department of Information Services

## Human Resource Management Report

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October 2009

# Managers' Logic Model for Workforce Management



# Executive Summary

Performance Measure	Status	Action Priority <sup>e</sup>
<b>PLAN &amp; ALIGN WORKFORCE</b>		
Management profile <sup>a</sup>	9.8% = "Managers"; 8.2% = WMS only	High
% employees with current position/competency descriptions	97.00%	High
<b>HIRE WORKFORCE</b>		
Average Time to Hire Funded Vacancies <sup>c</sup>	72 avg days to hire (of 48 vacancies filled)	High
Candidate quality ratings <sup>c</sup>	61% cand. interviewed had competencies needed 97% mgrs said they were able to hire best candidate	High
Hiring balance (% types of appointments) <sup>c</sup>	33% promo; 48% new hires; 4% transfers; 6% exempts;	Low
Number of separations during post-hire review period <sup>c</sup>	6	Low
<b>DEPLOY WORKFORCE</b>		
Percent employees with current performance expectations <sup>b</sup>	93.00%	High
Overtime usage: (monthly average) <sup>c</sup>	.519 hours (per capita); 6.29% of EEs receiving OT	Low
Sick leave usage: (monthly average) <sup>c</sup>	6.1 hours (per capita)	Low
# of non-disciplinary grievances <sup>c</sup>	0 grievances	Low
# of non-disciplinary appeals & Dir's Reviews filed <sup>c</sup>	0 appeals, 0 Director's Reviews	Low
<b>DEVELOP WORKFORCE</b>		
Percent employees with current individual training plans <sup>b</sup>	93.00%	High
<b>REINFORCE PERFORMANCE</b>		
Percent employees with current performance evaluations <sup>b</sup>	99.70%	High
Number of formal disciplinary actions taken <sup>c</sup>	1	Low
Number of disciplinary grievances and appeals filed <sup>c</sup>	0 grievances; 0 appeals	Low
<b>ULTIMATE OUTCOMES</b>		
Turnover percentages (leaving state service) <sup>c</sup>	7.70%	Medium
Diversity Profile <sup>a</sup>	37% female; 19% people of color; 76% 40+; 2% with disabilities	Medium
Employee survey overall average rating <sup>d</sup>	3.65%, of 368 survey responses	High

a) Data as of 6/30/09

b) Data as of 6/30/09 or agency may use more current date (if so, please note in the "Comments" section)

c) Data from 7/1/08 through 6/30/09

## Management Profile

Agency Priority: High

**WMS Employees Headcount = 37**

**Percent of agency workforce that is WMS = 8.2%**

**All Managers\* Headcount = 44.0**

**Percent of agency workforce that is Managers\* = 9.8%**

\* In positions coded as "Manager" (includes EMS, WMS, and GS)

### Analysis:

- The current WMS percentage includes two project positions scheduled to end at the completion of the Wheeler construction project. With the exclusion of these two project positions the WMS workforce percentage would be 7.7%. The WMS control point is 7.6%.

### Action Steps:

DIS will continue to monitor and manage the WMS headcount.

## Plan & Align Workforce

### Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

### Performance Measures:

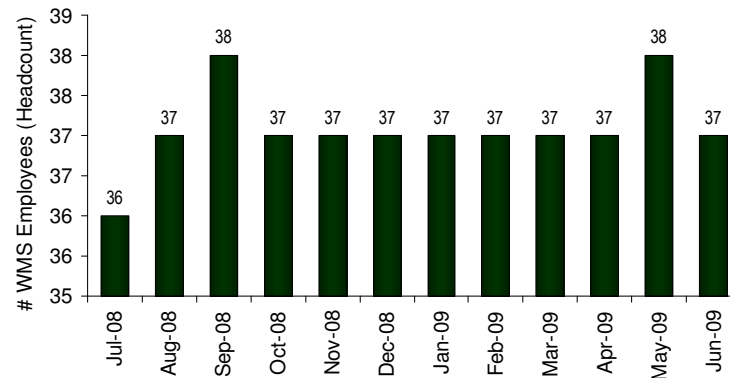
#### Management profile

Workforce Planning measure (TBD)

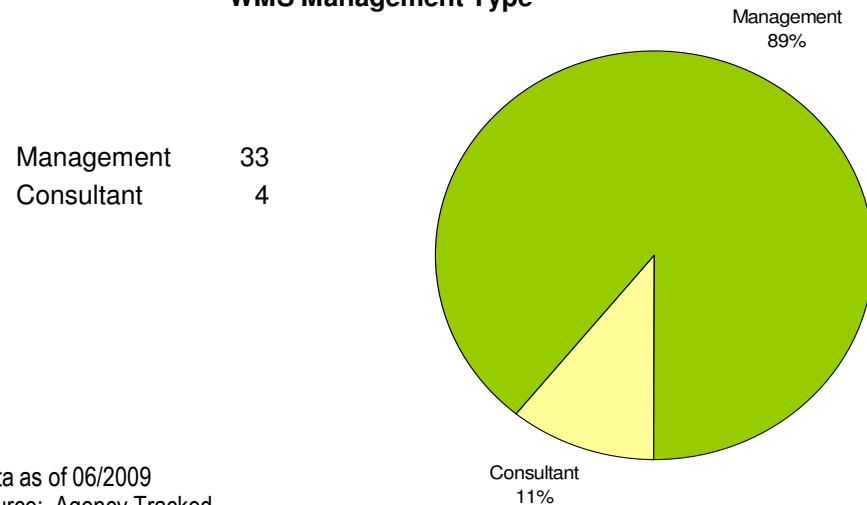
Percent employees with current position/competency descriptions

### Washington Management Service Headcount Trend

Data Time Period: 07/2008 through 06/2009



### WMS Management Type



Data as of 06/2009  
Source: Agency Tracked

# Plan & Align Workforce

## Outcomes:

Managers understand workforce management accountabilities. Jobs and competencies are defined and aligned with business priorities. Overall foundation is in place to build & sustain a high performing workforce.

## Performance Measures:

Management profile  
Workforce Planning measure (TBD)

**Percent employees with current position/competency descriptions**

## Current Position/Competency Descriptions

Agency Priority: High

**Percent employees with current position/competency descriptions = 97%\***

\*Based on 427 of 437 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- Over the past two year period DIS has moved job descriptions to an on-line PDF. We are at 97% complete with approximately four percent of the PDFs recently sent to HR for review. As part of our annual evaluation process, employees' PDFs are reviewed for any updates.

## Action Steps:

- DIS supervisors as part of the annual evaluation will continue to review PDFs and make any updates or changes if necessary.
- HR will provide regular reports to division managers regarding the status of PDFs submitted for review.
- HR will finalize review of recently submitted PDFs.

Data as of 10/15/09  
Source: Agency Tracked

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

### Time-to-hire vacancies

### Candidate quality

Hiring Balance (proportion of appointment types)

Separation during review period

## Time-to-Hire / Candidate Quality

Agency Priority: High

### Time-to-Hire Funded Vacancies

Average number of days to hire*:	72
Number of vacancies filled:	48

\*Equals # of days from the date the hiring supervisor informs the agency HR Office to start the process to fill the position, to the date the job offer is accepted.

Agency Priority: High

### Candidate Quality

Of the candidates interviewed for vacancies, how many had the competencies (knowledge, skills & abilities) needed to perform the job?

Number = 93    Percentage = 61%

Of the candidates interviewed, were hiring managers able to hire the best candidate for the job?

Hiring managers indicating "yes":

Number = 29    Percentage = 97%

Hiring managers indicating "no":

Number = 1    Percentage = 3%

## Analysis:

- The time-to-fill of 72 days reflects a slight reduction in time to fill from 77 days in 2008.
- While the down turn in the economy might suggest a stronger pool of candidates are available, the market remains very competitive for higher level IT positions. Security and network engineers, architects, project managers and specialized technical experts, are examples of hard-to-fill positions.
- DIS has engaged in a variety of recruitment strategies to attract candidates, utilizing all available recruitment methods and tools for hard-to-fill positions, including: e-recruiting, on-line sourcing, outreach to colleges, job fairs, and direct recruiting by managers and supervisors.
- Supervisors responding were able to hire the best candidates for the job 97% of the time.
- **Action Steps:**
- HR will continue to work closely with DOP regarding recruitment strategies.
- HR will follow up with supervisors to encourage responses to the survey as a means to further assess the candidate quality.

# Hire Workforce

## Outcomes:

Best candidates are hired and reviewed during appointment period. The right people are in the right job at the right time.

## Performance Measures

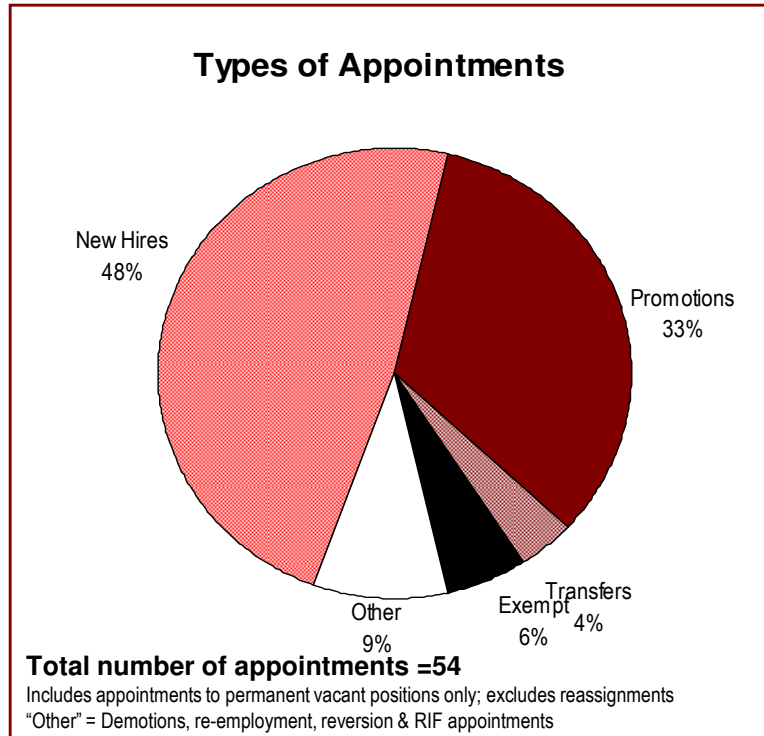
Time-to-hire vacancies  
Candidate quality

**Hiring Balance**  
(proportion of appointment types)

**Separation during review period**

## Hiring Balance / Separations During Review Period

Agency Priority: Low



Agency Priority: Low

Separation During Review Period	
Probationary separations - Voluntary	3
Probationary separations - Involuntary	3
<i>Total Probationary Separations</i>	<i>6</i>
Trial Service separations - Voluntary	0
Trial Service separations - Involuntary	0
<i>Total Trial Service Separations</i>	<i>0</i>
<b>Total Separations During Review Period</b>	<b>6</b>

Data Time Period: 07/2008 through 06/2009  
Source: HRMS BI

## Analysis:

- DIS continues to maintain a balance between internal appointments and external appointments.
- DIS had 54 appointments as compared to 128 in 2008.

## Action Steps:

- DIS has strong commitments to professional development; Project management, ITIL basics and foundation are key trainings that will continue to be made available for staff development. This focus directly supports the agency's strategic goals to provide quality, reliable, cost-effective, innovative IT services.
- The Director meets personally with each new employee and their supervisor within the first two weeks of employment and attends the New Hire Orientation each month to provide an overview the agency's mission, vision, and goals. New employees receive this in-person communication from the Director about the value DIS places on our workforce and their well-being and continuing professional development. They see their important roles in contributing to the overall success of DIS, in serving its customers, and meeting the strategic goals of the agency and the state government.
- Action Steps:**
- HR is working with Management to update the Human Resources Development plan to ensure focus for staff development will continue to enhance staff capacity.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

### Percent employees with current performance expectations

Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

## Current Performance Expectations

Agency Priority: High

**Percent employees with current performance expectations = 93%**

\*Based on 365 of 394 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- DIS is on an annual performance evaluation cycle from July1 through June 30. The 93% completion rate is down from 95% in 2008. This is due in part to turnover in several supervisory positions.
- All DIS supervisors are held accountable to the agency's 'supervisory key competencies' that are included in their performance expectations and evaluations each year. 'Running the business' is one of the categories, and includes 'performance management of the workforce'.
- DIS employees are held accountable for technical and professional competencies. The professional competencies which include, job management, team building, customer service, interpersonal skills, communications, personal responsibility.
- DIS supervisors received training in April and May of 2009 on Performance Management, with a focus on setting clear expectations and linking the agency mission and strategic plan to each employee's job. Training also focused on providing meaningful feedback, and the overall quality of evaluations. Feedback from supervisors was positive.

## Action Steps:

- HR will monitor the outstanding expectations for completion. New supervisors will be oriented on the annual performance management process.

Data as of 10/12/2009  
Source: Agency Tracked

## Overtime Usage

Agency Priority: Low

# Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

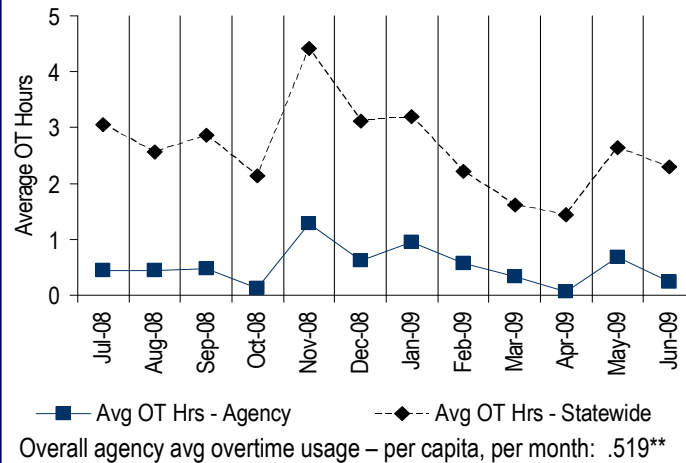
Percent employees with current performance expectations

### Overtime usage

Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

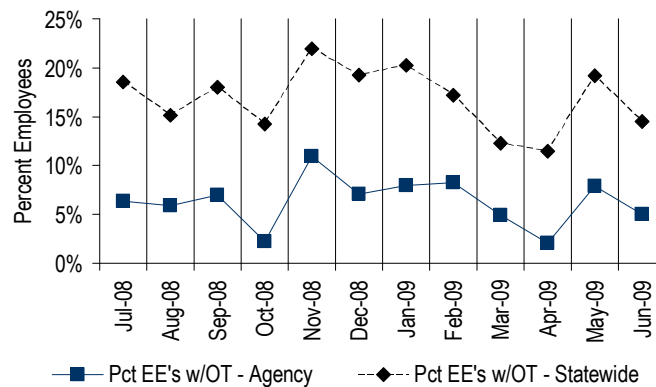
### Average Overtime (per capita) \*



\*\*Overall agency av

g overtime usage – per capita, per month = sum of monthly OT averages / # months

### % Employees Receiving Overtime \*



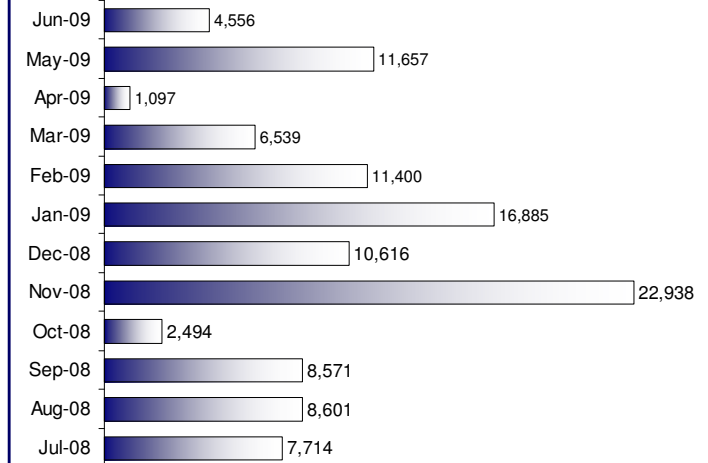
\*\*Overall agency avg employees receiving overtime per month = sum of monthly OT percentages / # months

\*Statewide overtime values do not include DNR

Data Time Period: 07/1/2008 through 06/30/2009

Source: HRMS BI

### Overtime Cost - Agency



### Analysis:

- DIS has experienced an overall decline in the overtime average rate over the past three year reporting period. In 2007 the rate was .77, in 2008 .655 and in 2009 .519. DIS overtime average rate continues to be lower than the state average.
- A pattern of spiking in November for the reporting period as well as the previous reporting periods can be largely attributed to the 24 hour operation and the fact there were three holidays in November.
- Action Steps:**
- We will continue to monitor our overtime rates for opportunities to reduce.

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

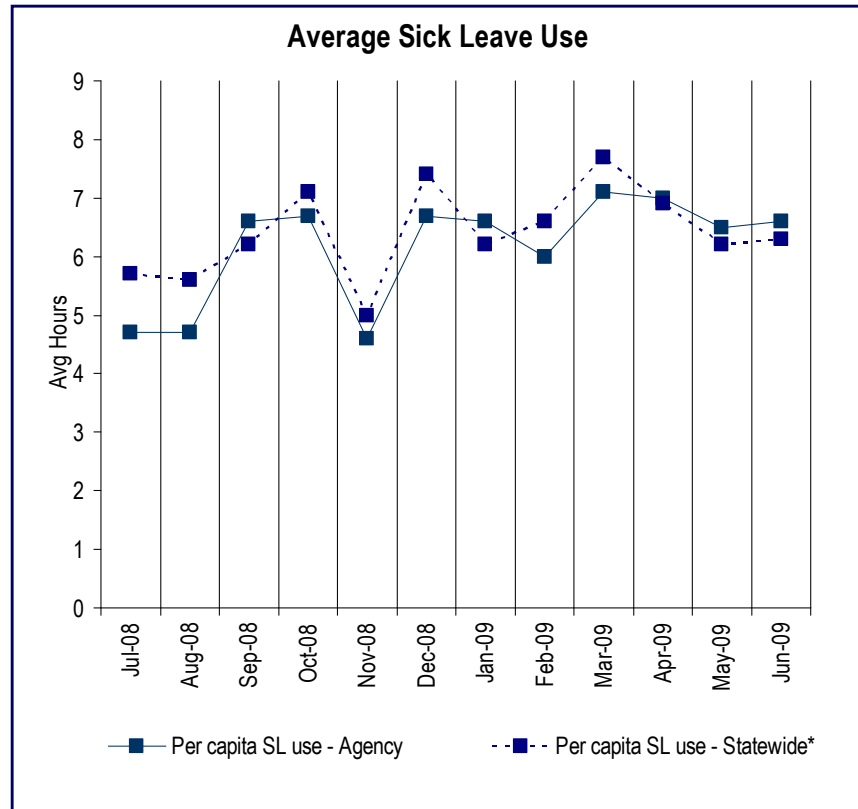
Overtime usage

## Sick leave usage

Non-disciplinary grievances/appeals filed and disposition (outcomes)

Agency Priority: Low

## Sick Leave Usage



## Analysis:

- DIS continues to trend lower than the overall state average for sick leave use. DIS realized a slight increase from 5.8 avg. hrs used/earned per capita in 2008 to 6.1 avg. hrs. in 2009. DIS continues to engage new wellness strategies to promote a healthy workforce. DIS sponsored a walking program, and the Northwest games utilizing friendly competitions by division as well as opportunities for individual competition. To further engage employees the wellness committee developed a video to promote healthy eating. DIS staff were actors in the video clip which promoted healthy eating choices. The video was shown at healthy potluck luncheons held at the individual DIS building locations. We had a successful wellness fair last Fall, which included flu shots and other wellness checks.

## Action Steps:

- Continue to promote wellness activities. We will focus on promoting good habits to reduce the spread of colds and flu through reminders and notices on Inside DIS. A flu clinic and wellness fair has been scheduled in October.

## Sick Leave Hrs Used / Sick Leave Balance (per capita)

Avg Hrs SL Used (per capita) - Agency	Avg SL Balance (per capita) - Agency	Avg Hrs SL Used (per capita) - Statewide*	Avg SL Balance (per capita) - Statewide*
6.1Hrs	256.2 Hrs	6.4 Hrs	240.2 Hrs

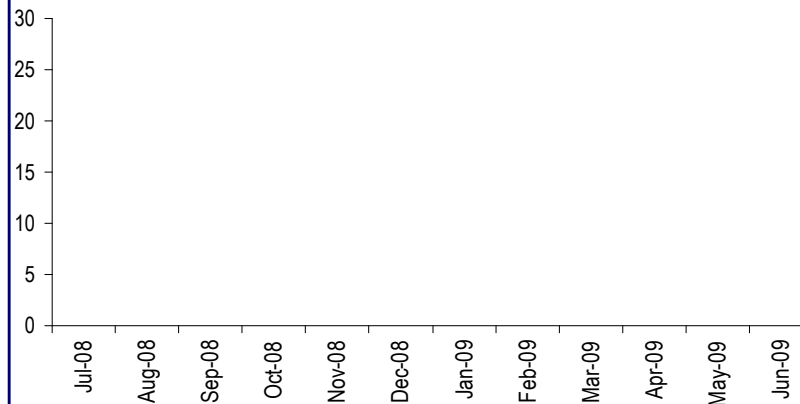
\* Statewide data does not include DOL, DOR, L&I, and LCB

Data Time Period: 07/2008 through 06/2009  
Source: DOP Business Intelligence

## Non-Disciplinary Grievances (represented employees)

Agency Priority: Low

### Number of Non-Disciplinary Grievances Filed



**Total Non-Disciplinary Grievances = 0**

\* There may not be a one-to-one correlation between the number of grievances filed (shown top of page) and the outcomes determined during this time period. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Non-Disciplinary Grievance Disposition\*

(Outcomes determined during time period listed below)

- n/a

### Top 5 Non-Disciplinary Grievance Types (i.e., Compensation, Overtime, Leave, etc)

Grievance Type	# Grievances
1. 0	0
2. 0	0
3. 0	0
4. 0	0
5. 0	0

### Analysis:

- DIS requires all managers to attend training on the CBA to ensure they have a good understanding of the administration of the contract; the numbers are reflective of our management of the contract.

### Action Steps:

- Provide regular training and communications about contract administration. All managers have been trained on the 09/11 CBA. New supervisors and managers will be required to take CBA training.

## Deploy Workforce

### Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

### Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

Data Time Period: 07/2008 through 06/2009  
Source: Agency Tracked Data

# Deploy Workforce

## Outcomes:

Staff know job expectations, how they're doing, & are supported. Workplace is safe, gives capacity to perform, & fosters productive relations. Employee time and talent is used effectively. Employees are motivated.

## Performance Measures

Percent employees with current performance expectations

Overtime usage

Sick leave usage

**Non-disciplinary grievances/appeals filed and disposition (outcomes)**

## Non-Disciplinary Appeals (mostly non-represented employees)

Agency Priority: Medium

### Filings for DOP Director's Review

- [5] Job classification
- [0] Rule violation
- [0] Name removal from Layoff List
- [0] Exam results or name removal from applicant/candidate pool, *if DOP did assessment*
- [0] Remedial action

**[5] Total filings**

### Filings with Personnel Resources Board

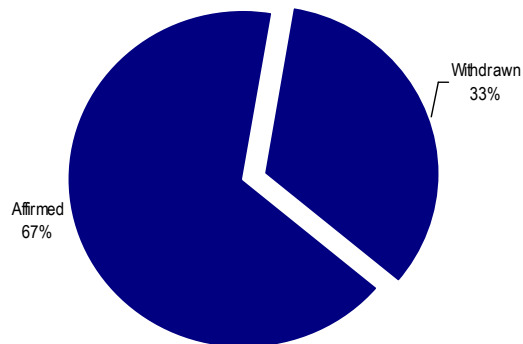
- [0] Job classification
- [0] Other exceptions to Director Review
- [0] Layoff
- [0] Disability separation
- [0] Non-disciplinary separation

**[0] Total filings**

Non-Disciplinary appeals only are shown above.

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

### Director's Review Outcomes



Total outcomes = [3]

Data Time Period: 07/2008 through 06/2009  
Source: Department of Personnel

### Personnel Resources Board Outcomes

**N/A**

Total outcomes = N/A]

## Develop Workforce

### Outcomes:

A learning environment is created. Employees are engaged in professional development and seek to learn. Employees have competencies needed for present job and future advancement.

### Performance Measures

#### Percent employees with current individual development plans

Competency gap analysis (TBD)

## Individual Development Plans

Agency Priority: High

**Percent employees with current individual development plans = 93%\***

\*Based on 365 of 394 reported employee count  
Applies to employees in permanent positions, both WMS & GS

### Analysis:

- This measure has decreased from 95% in 2008 to 93%. This is attributed to the turnover in supervisors for several work units at the time expectations were due.

### Action Steps:

- New supervisors will complete employee any outstanding individual development plans.
- HR will monitor for completion.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

### Percent employees with current performance evaluations

Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)

Reward and recognition practices (TBD)

## Current Performance Evaluations

Agency Priority: High

**Percent employees with current performance evaluations = 99.7%**

\*Based on 379 of 380 reported employee count  
Applies to employees in permanent positions, both WMS & GS

## Analysis:

- DIS has an annual cycle for evaluations of staff which aligns with our strategic plan and goal setting each year. Agency focus has been on setting key goals each fiscal year, and to identify and emphasize the linkages between employees' performance and achievement of the agency goals.
- DIS has an effective tracking and reporting system to ensure timely accomplishment of evaluations. This information is reported monthly at the DIS GMAP sessions.
- The report statistics exclude employees who are currently in a probationary, trial service, or WMS review period status.

## Action Steps:

- HR will provide regular monthly reports to each division on the status of completed PDPs and expectations for new hires or employees completing a probationary, trial or review period. This will ensure that all employees have expectations set in a timely manner, at the beginning of their employment, at the completion of their probationary period, and throughout their employment at the Agency.

# Reinforce Performance

## Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

## Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

## Formal Disciplinary Actions

Agency Priority: Low

### Disciplinary Action Taken

Action Type	# of Actions
Dismissals	[0]
Demotions	[0]
Suspensions	[1]
Reduction in Pay*	[0]
<b>Total Disciplinary Actions*</b>	<b>[1]</b>

\* Reduction in Pay is not currently available as an action in HRMS/BI.

### Issues Leading to Disciplinary Action

- Misconduct

## Analysis:

- DIS had one disciplinary action which is lower from the three disciplinary actions in 2008.
- HR provides quarterly supervisory training and updates on current employment practices and performance management for divisions.
- DIS Supervisors attend the DOP HELP academy training as part of their mandatory training requirements.

## Action Steps:

- New supervisors will attend the DOP HELP Academy.
- HR will continue to provide training to division supervisors on current personnel issues.

## Disciplinary Grievances and Appeals

Agency Priority: Low

### Reinforce Performance

#### Outcomes:

Employees know how their performance contributes to the goals of the organization. Strong performance is rewarded; poor performance is eliminated. Successful performance is differentiated and strengthened. Employees are held accountable.

#### Performance Measures

Percent employees with current performance evaluations

**Disciplinary actions and reasons, disciplinary grievances/appeals filed and disposition (outcomes)**

Reward and recognition practices (TBD)

#### Disciplinary Grievances (Represented Employees)



**Total # Disciplinary Grievances Filed: 0**

#### Disciplinary Appeals (Non-Represented Employees filed with Personnel Resources Board)

- [0] Dismissal
- [0] Demotion
- [0] Suspension
- [0] Reduction in salary

**[0] Total Disciplinary Appeals Filed with PRB**

There is no one-to-one correlation between the filings shown above and the outcomes displayed in the charts below. The time lag between filing date and when a decision is rendered can cross the time periods indicated.

#### Disposition (Outcomes) of Disciplinary Grievances

- N/A

#### Disposition (Outcomes) of Disciplinary Appeals\*

\*Outcomes issued by Personnel Resources Board

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rate: key occupational categories

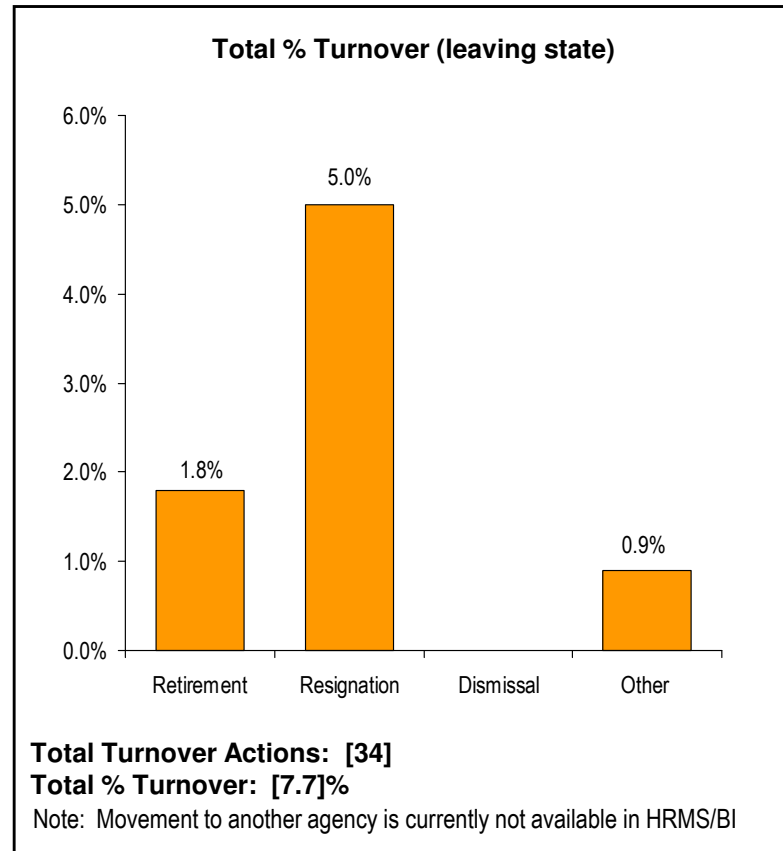
**Workforce Diversity Profile**

**Employee Survey Information**

Retention measure (TBD)

## Turnover Rates

Agency Priority: Medium



### Analysis:

- DIS turnover rate has been relatively constant from 7.6 % in 2008 to 7.7% in 2009.
- DIS continues to face challenges in being competitive with the private-sector IT market.

### Action Steps:

Continue to review exit interviews for any new patterns or trends.

Continue to develop staff.

Sponsor career development activities for staff.

# ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

## Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

## Workforce Diversity Profile

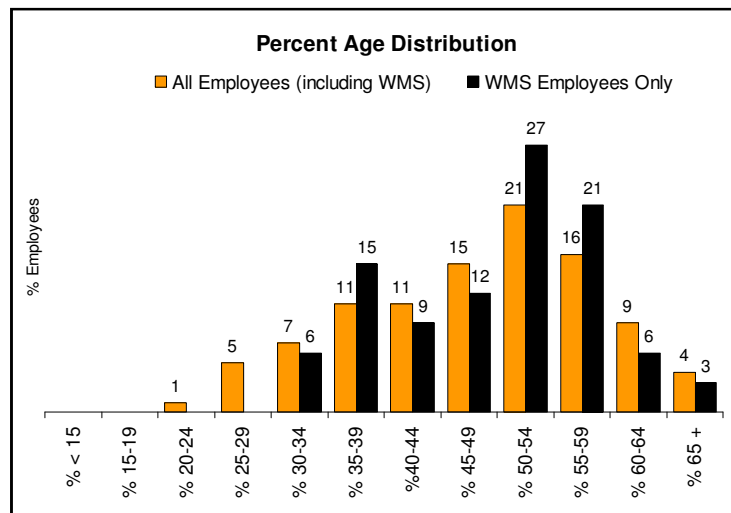
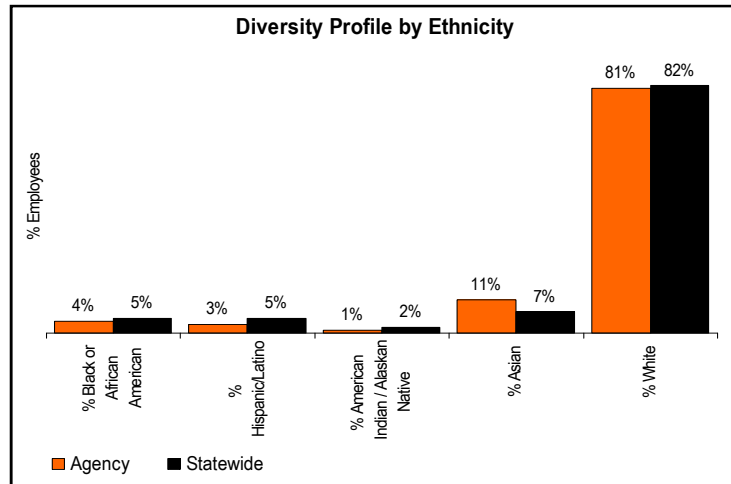
### Employee Survey Information

Retention measure (TBD)

## Workforce Diversity Profile

Agency Priority: Medium

	Agency	State
Female	37%	53%
Persons w/Disabilities	2%	4%
Vietnam Era Veterans	8%	6%
Veterans w/Disabilities	0%	2%
People of color	19%	18%
Persons over 40	76%	74%



### Analysis:

- DIS is higher than the state average for staff over 40, with numbers reflecting a higher percentage of managers near retirement.
- DIS' diversity profile for ethnicity is close to the state average, and the percent of female workers is somewhat lower than the state average.

### Action Steps:

- Continue outreach efforts to diversify applicant pools and work with DOP for additional strategies.
- Identify workforce planning strategies for management review.

Data as of 06/2009  
Source: HRMS BI

## Employee Survey Ratings

Agency Priority: High

### ULTIMATE OUTCOMES

**Employees are committed to the work they do and the goals of the organization**

**Successful, productive employees are retained**

**The state has the workforce breadth and depth needed for present and future success**

#### Performance Measures

Turnover rates and types

Turnover rate: key occupational categories

#### Workforce Diversity Profile

#### Employee Survey Information

Retention measure (TBD)

Question	Avg April 2006	Avg Nov 2007
1) I have the opportunity to give input on decisions affecting my work.	3.5	3.7
2) I receive the information I need to do my job effectively.	3.7	3.5
3) I know how my work contributes to the goals of my agency.	3.9	3.8
4) I know what is expected of me at work.	4.0	3.9
5) I have opportunities at work to learn and grow.	3.7	3.7
6) I have the tools and resources I need to do my job effectively.	3.6	3.5
7) My supervisor treats me with dignity and respect.	3.9	4.1
8) My supervisor gives me ongoing feedback that helps me improve my performance.	3.6	3.6
9) I receive recognition for a job well done.	3.3	3.3
10) My performance evaluation provides me with meaningful information about my performance.	3.2	3.3
11) My supervisor holds me and my co-workers accountable for performance.	4.1	4.1
12) I know how my agency measures its success.	3.2	3.1
13) My agency consistently demonstrates support for a diverse workforce.	n/a	3.9

**Overall average:** 3.79 3.65

**Number of survey responses:** 315 368

Data as of November 2007

Source: Statewide Employee Survey

#### Analysis:

- DIS had an increase or no change in Questions 1, 7, 5, 8, 9, and 10. However, responses to 2,4,6 and 8 had lower responses.
- To address areas of recognition each division has monthly recognition events. Recognition stories are published on Inside DIS as well as the posted of Kudos page in the lobby reader boards. Kudos slides are also provided before all-staff meetings and recognition events.
- To highlight how we measure our success we created and posted values and goals posters in conference rooms, and division zones. Reviewed and highlighted goals on weekly lobby PowerPoint presentations. Focus on "how we're doing" at All-Staff meetings.
- To increase overall communications we have encouraged direct and frequent check-ins between supervisors by weekly one-one one meetings or stand-up meetings to provide a forum for "what's new" and employee recognition. Combined agency goals into performance expectations. Tied Inside DIS stories to goals and values.
- To address feedback and accountability DIS focused on training all managers and supervisors on Performance Management prior to the completion of the annual evaluation cycle.
- Action Steps:** Continue with the monthly division recognition events. Assess the new 2009 survey results to further determine if the actions above made a difference and to identify new steps.
- We have implemented a share point site for employees idea exchange to offer another way to share ideas and goals of the agency.